



# CREATIVITY AT WORK

## FY 2011 STAFF WORK PLAN

July 1, 2010 – June 30, 2011

### FY 2011 Staff Legend:

- AF** - Executive Director Arni Fishbaugh
- BM** - Arts Education and Web Services Director Beck McLaughlin
- CH** - Business Development Specialist Cinda Holt
- CK** - Folk Arts and Market Development Specialist Cindy Kittredge
- CL** - Accountant Carleen Layne
- DB** - Indian Arts Market Development Manager Dyani Bingham
- KBH** - Executive Assistant and Percent-For-Art Manager Kim Baraby Hurtle
- KHB** - Database and Grants Director Kristin Han Burgoyne.

### Arts Education Frame #1: Life-long Learning

#### Outcome We Want:

All Montanans regardless of potential barriers find access to arts education opportunities, contributing to life-long learning and creative expression. Potential barriers include: Geographic, Physical, Emotional, Age, Economic, Intellectual and Cultural.

#### How We Do It:

- **Organize workshops for teaching artists and arts organizations' staff on working with a diverse group of learners.**

1. **Now for FY11** Organize a six-hour workshop for teachers, teaching artists and arts organization staff on arts learning for students with autism by the end of May 2010. **BM**

- **Offer grants to develop artist residencies, professional development workshops, and strategic program planning in arts education, as well as operating support grants for arts organizations' educational mission.**

1. Offer ongoing opportunities through the Artists in Schools and Communities Residencies, the Teacher Exploration of the Arts (TEA) grants, the Public Value Partnerships grants and Professional Development grants. **BM KHB**
2. Promote grants in print, website, conferences and distribution list communications; provide technical assistance; process in a timely manner throughout the year. **BM KHB DB**

- **Offer technical assistance to schools and arts organizations to determine whether their programs and facilities are available to a diverse group of learners.**

1. Offer ADA assistance through MAC website with at least two resources added by end of June 2011. BM KHB

- **Provide leadership in advocating for arts education for all Montanans by serving on statewide boards and collaborating with other state agencies and state/national arts organizations.**

1. Collaborate with the following to provide arts education advocacy and technical assistance: Montana teaching artists; VSA arts of Montana; Museum and Art Gallery Directors Association; Montana Performing Arts Consortium; Montana Association of Symphony Orchestras; National Endowment for the Arts; National Assembly of State Arts Agencies and CraftNet. BM CK

2. Provide one new arts education advocacy tool by end of June 2011. BM

- **Develop opportunities, such as individual consultations, mentoring relationships, or workshops that build access to the arts and to creative expression for adult learners of all ages.**

1. Match a mentor to each participating artist in the established cohorts of the To Market We Go program (funded by Leveraging Investments in Creativity (LINC)) by end of November 2010. CK

2. Establish at least two new master-apprenticeships in the Montana's Circle of American Masters (MCAM) program by end of June 2011. CK

#### **How We Evaluate It:**

- **Compile data from grant reports, including how many have specific ways to modify instruction to accommodate diverse learners and how many offer reduced fees or scholarships.**

1. Arts Education program evaluation conducted on grant applications and reports December 2010. BM KHB

- **Review the expertise of artists on the Artists Registry to accommodate their lessons for a diverse group of learners.**

1. Examine registry artists who work with individuals with disabilities and review for gaps in service by March 2011. BM

- **Track participation in activities such as the Artist Registry and the Master-Apprenticeships of folk and traditional artists who act as resources for the arts in their communities, both in formal and informal learning settings.**

1. Continue to identify (and secure contact information for) willing and qualified mentors in the folk and traditional arts throughout the year. CK

## **Arts Education Frame #2: K-12**

### **Outcome We Want:**

All Montana K-12 students have the opportunity to study a curriculum that enables them to achieve the Montana Board of Public Education's Standards for Arts, thereby providing *all the arts for all the students in all the schools*.

### **How We Do It:**

- Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone (Arts Education Hotline 800 #) and on website.**

1. Provide technical assistance during all site visits to schools and organizations that have residency grants, by end of June 2011. **BM**
2. Provide posts on the arts education blog for teaching artists and arts teachers on various aspects of teaching the arts in Montana schools by the end of June 2011. **BM**
3. Organize one-on-one conversations at annual MEA-MFT statewide teacher conference by end of October 2010. **BM**
4. Email report of the arts education survey findings to the principals who participated by January 2011. **BM**
5. Semi-annually update the arts council's website under "For Schools," Folklife," "For Artists," and "Resources" end of December 2010 and end of June 2011. **BM**

- Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management, and integration of the arts with other subjects.**

1. Collaborate with Montana Alliance for Arts Education to provide twelve or more workshops in all arts each year at annual Montana Education Association-Montana Federation of Teachers (MEA-MFT) statewide teacher conference by end of October 2010. **BM**
2. Approach the new executive director of the Montana Small School Alliance to offer professional development workshops in the arts for member teachers. **BM**
3. Organize professional development workshop for teaching artists by the end of June 2011. **BM**

- Offer grants for curriculum, assessment and professional development, and artist residencies.**

1. Offer a minimum of 35 grants to develop students' skills and knowledge in the arts, professional development for teachers and creation of arts curriculum by end of June 2011. **BM**
2. Offer artist residency grants that will reach a minimum of one out of every 10 school children in the state each year and a minimum of 70% of Montana's counties by end of June 2011. **BM**
3. Offer up to 15 Teacher Exploration of the Arts grants for elementary classroom teachers by end of June 2011. **BM**

- Provide leadership in advocating for "all the arts for all the students in all the schools" by serving on statewide boards and collaborating with other state agencies and state/national arts organizations.**

1. Collaborate throughout the year with VSA arts of Montana; arts statewide service organizations; The University of Montana - Drama/Dance Department; MT Board of Public Education; School Improvement Division; Indian Education Division; Montana Office of Public Instruction; Montana Parent Teacher Association; National Endowment for the Arts; National Assembly of State Arts Agencies (NASAA) and Western States Arts Federation (WESTAF). **BM**

**How We Evaluate It:**

- **Determine if school residency grants have clear and measurable learning objectives that are aligned with the Montana Standards for Arts, an appropriate process to assess how well students achieved the learning objectives, and detailed activities that meet the learning objectives.**

1. Compile residency grants' data in December and create an evaluation process for the Teacher Exploration of the Arts grant by end of June 2011. **BM**

- **Obtain data from the Office of Public Instruction to determine if the districts' written curricula and assessment for the arts are aligned with Montana Standards for the Arts.**

*(This data is not available from the Office of Public Instruction.)*

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## **Economic Vitality Frame #1: Training and Network Development**

**Outcome We Want:**

Provide or help link artists, artisans, arts educators and arts organization staff and boards to professional development and collaboration opportunities that help them to build healthy careers and businesses wherever they happen to live in Montana.

**How We Do It:**

- **Continue ongoing series of workshops and customized services for artists, artisans and arts organizations to build skills in marketing, business, fund raising, audience development, legal and leadership/governance issues.**

1. Continue partnership with Montana Nonprofit Association that provides nonprofit arts organizations free access to MNA-sponsored webinars, trainings and conferences for professional development. **AF**
2. Ensure *State of the Arts* has ongoing professional development articles for artists or arts organizations. **AF**
3. **Now for FY11** Recruit one new To Market We Go cohort (with six artists) for Montana Artrepreneurship Preparation (MAP) work, pending Leveraging Investments in Creativity (LINC) funding. **CK**
4. **Now for FY11** Develop a To Market We Go MAP Mentor training workshop to enhance leadership for a stronger training network. **CK**
5. In addition to the orientation session for the To Market We Go MAP cohort, present two workshops over the course of the year to each of the cohorts. **CK**
6. **Now for FY11** Implement To Market We Go MAP Capstone and 1<sup>st</sup> Annual Gathering, October 16-18, 2010. **CK**
7. Plan FY12 To Market We Go MAP Annual Gathering, pending LINC funding. **CK**
8. Explore partnership with the Great Falls Native American Art Show to bring workshop and training opportunities to Indian artists participating in their 2011 show. **DB**

9. Determine next showcase opportunity and training for Indian artists in conjunction with the Montana Indian Business Alliance meeting by April 2011. DB
10. Identify Indian artists, add them to the database and track number of entries annually. DB KHB
11. Hold discussions with the following Indian organizations to explore professional development and marketing strategies throughout the year: Montana/Wyoming Tribal Leaders Council; International Native Games Society; Montana Indian Business Alliance; Office of Indian Affairs; Tribal Colleges; Inter-Tribal Agriculture; Bureau of Indian Affairs – Indian Arts & Crafts; First People's Fund. DB
12. Develop and deliver a public workshop to help artisans prepare for markets through the Market Ready Certification process, as funding allows. CK
13. **Now for FY11** Investigate Indianpreneur program for possible shared goals and funding for Indian artists. DB
14. Expand the network, and recruit and guide at least four qualifying artists through the Montana Circle of American Masters (MCAM) process by end of June 2011. CK DB
15. **Now for FY11** Investigate possibilities of featuring MCAM and To Market We Go MAP artists on the visitmt.com website. DB CK

• **Produce publications, share industry information resources and research, and foster connections with local, statewide and national service organizations.**

1. Feature relevant research and useful information in bi-monthly newspaper, *State of the Arts*. ALL
  - a. Provide profile information on newly inducted MCAM artists as they occur. CK
  - b. Profile To Market We Go MAP cohorts in *State of the Arts* in fall of 2010. CK
  - c. Feature Native News section in each issue. DB
  - d. Feature relevant news briefs and articles on arts and healthcare, and technical assistance articles on arts and healthcare in each issue. KBH
2. Provide website links and access to online sites that provide essential governance, marketing and/or fund-raising guidance for Montana arts organizations. CH
3. Continue promotion of free registration for eligible workshops and webinars through the Montana Nonprofit Association. CH
4. Continue partnership with Lee Enterprises, Montana Historical Society and Montana Office of Tourism to produce annual publication: "Montana's Cultural Treasures" for spring 2011 distribution. CH
5. Provide technical assistance to Hands of Harvest and other rural artist networks to develop market strategies. CK
6. Serve as a resource to the Montana Office of Tourism for technical assistance in developing cultural trails and loops. CK
7. Provide coaching as needed to nonprofit arts organizations on the issue of independent contractor vs employee. CL

• **Utilize technology to maximize participation, distribute resources and provide remote learning opportunities.**

1. Produce online index of articles from *State of the Arts*, and update every other month. [BM]
2. Update the Folklife section on the MAC website semi-annually. [BM CK]
3. Utilize online social networking resources to strengthen MAP cohorts' work throughout the year. [CK]
4. Update web resources and links for arts organizations throughout the year. [CH]
5. Email bi-weekly newsletters to arts educators, artists and arts organizations. [BM (gen info) KBH (% for art)]
6. Update MAC Blog weekly. [KHB]
7. Continue to promote Native Artist Blog to share information and opportunities at <http://nativeartmontana.blogspot.com/> [DB]
8. **New for FY11** Build mentor capacity:
  - a. Staff and participant training with First People's Fund, as funding allows. [DB]
  - b. Assist mentors already identified to learn more about the MAP approach to market readiness, as funding allows. [DB CK]
9. Send Arts and Healthcare Survey (via Survey Monkey) to target groups by end of September 2010 and compile data and produce Executive Summary by end of December 2010. [KBH]
10. Utilize Survey Monkey for evaluations of programs, Slideroom.com for Percent-for-Art applications, and Doodle.com for scheduling. [KBH]

**How We Evaluate It:**

• **Document successful methods of stabilization and growth.**

1. Design statistical analysis tool from and for the new database by end of June 2011. [KHB]
2. Collect and share model examples of how Public Value Partnerships (PVP) grantees build the Three Rs – Relationships, Relevance, Return on Investment. [KHB CH AF]
3. **New for FY11** Use new online grant system (Foundant) to share information from FY10 annual PVP reports. [KHB]

• **Compile results of training programs through evaluation.**

1. Establish baseline for evaluating participants in MAP cohorts by November 2010. [CK]
2. Complete Executive Summary of October 2010 Creative Capital workshops evaluations by December 2011. [CH]

• **Measure networks developed and how well those networks address needs.**

1. Add information to annotated list of artist co-ops with contact information by end of June 2011. [CK]

- **Review and analyze annual reports and budgets of arts organizations.**

1. Review major budget categories in 990s of 2010 Public Value Partnerships grantees to compare and analyze budget changes between FY06 and FY09 by end of June 2011. CL KHB

## **Economic Vitality Frame #2: Market Expansion**

### **Outcome We Want:**

Build new markets, exposure and participation opportunities for Montana artists, artisans and arts organizations of all cultures by enhancing marketing outlets and resources, improving exhibition and performance opportunities, promotion and sales venues.

### **How We Do It:**

- **Partner to create web-based arts marketing programs that tie to other State of Montana and national arts organizations' websites.**

1. Work with Made In Montana to draft the criteria for a juried program for artists by end of June 2011. CK DB
2. Track registration for Native American Made In Montana labeling program by end of June 2011. DB
3. Continue to encourage registration in the Made In Montana and the Native Made In Montana programs. DB
4. **Now for FY11** Brand Montana art through MCAM program and writing and publishing photo-documentation in an e-book. DB CK

- **Create juried artist and artisan programs to set new standards and develop new marketplaces for their work.**

1. Research and plan the use of MCAM photo documentation in a publication on the traditional visual arts and crafts of Montana by end of June 2011. CK
2. Facilitate a minimum of four nominations of MCAM artists by end of June 2011. CK DB
3. Continue to develop a statewide program that builds market readiness in Montana's artists (with multiple entry points), while laying a foundation for branding Montana's arts and developing markets.
  - a. Develop one To Market We Go cohort by June 2011, pending LINC funding. CK
  - b. **Now for FY11** Implement To Market We Go MAP Capstone Artist's Gathering October 16-18, 2010. CK
  - c. Plan FY12 annual gathering with Market Ready Certification workshop, pending LINC funding. CK

- **Promote Montana artists, artisans and arts organizations and create trade and showcase opportunities for their work to reach regional, state and out-of-state markets.**

1. Continue implementing the To Market We Go initiative (funded by LINC) for rural Montana artists. CH CK DB
  - a. Four learning cohorts operating in different rural areas of the state by November 2010. CK DB
  - b. Nurture extended opportunities for cohorts: local showcases, local co-ops and local studios. CK DB

2. **Now for FY11** Conclude the pilot launch of the To Market We Go/Market Ready Certification process for artists by November 2010. Determine next steps pending continued LINC funding, and based on the pilot results. CK
  - a. Provide four established To Market We Go cohorts with the necessary tools to complete their certification work by December 2010. CK
3. Continue promoting the Made In Montana Show and the Artisan Gallery as a place where emerging artists have a first-exposure opportunity to a market. CK
4. Continue to research development possibilities for potential markets already in place for Montana artists by end of June 2011. CK
5. Continue building relationships with Great Falls Native American Art Show artists and organizers, and develop an increased market presence for more Indian artists at the 2011 C.M. Russell Auction. DB
6. Encourage and assist MAP cohorts to develop a social networking presence. DB CK
7. **Now for FY11** Develop Artrepreneur Tour Bus for To Market We Go MAP-certified artists with gallery stops and a final destination for a large show, pending LINC funding. CK DB
8. Investigate avenues for the development of a Montana Native American Art Show with the Montana Historical Society and the Montana-Wyoming Tribal Leaders' Council. DB
9. **Now for FY11** Through photo documentation and writing, develop an e-publication that enhances a branding program to promote Montana's folk and traditional artists. CK

#### How We Evaluate It:

- **Analyze success of participants' marketing efforts through income growth, inventory growth in partnerships and distribution opportunities.**

1. Gather and compile the data from each To Market We Go cohort by the end of November 2010. CK DB

- **Review and analyze responses to reporting requirements of program participants.**

1. Assess feedback from To Market We Go program participants and decide next steps after October 2011. CK DB CH

- **Assess content of tourism marketing materials and travel promotions.**

1. Review materials throughout the year. AF





## **Public Value Frame #1: Bridge Building**

### **Outcome We Want:**

Build person-to-person bridges that connect the arts world to the worlds of politics, education, economics and civic engagement, producing a greater knowledge of how the arts benefit the lives of all Montanans and impact communities statewide. This results in a greater understanding of the return on investment of public dollars for the arts and the need for additional resources for all the arts statewide.

### **How We Do It:**

- **Find and define the connections between the arts field and politics, education and economics where there are common values, goals and outcomes.**

1. Schedule public value sessions at all council meetings. AF
2. Feature articles on the public value of the arts in all issues of *State of the Arts*. AF
3. Utilize the Public Value Partnerships program/grantees to define connections through distribution of reports, training and coaching throughout the year. AF KHB CH
4. Engage MAC Economic Development Committee to address these connections through its work. Develop a plan by the end of December 2011. CH

- **Initiate opportunities to establish relationships between the arts council, artists, artisans, arts organizations and those who fund or provide services for the arts including civic and governmental leaders.**

1. **Now for FY11** Work with the Montana Cultural Advocacy to help them implement their plan to connect legislators and MAC's Public Value Partnerships grantees in building relationships, person-to-person. Ensure those meetings are held by December 31, 2010 in a minimum of four key communities. AF
2. **Now for FY11** Write personal letters to legislators in eight communities where there are exemplary Public Value Partnerships ROI examples (taken from FY2007-2009 annual reporting). Tell them about the ROIs those arts organizations are providing to their communities and/or other compelling information about the value these organizations are adding to their community. AF CH
3. Evaluate Public Value Partnerships grantees' relationship-building efforts with authorizers for FY 2010 by March 15, 2011. CH AF KHB
4. Produce MCAM induction ceremony at the State Capitol Rotunda in early spring 2011. CK
5. Consult with the Montana Cultural Advocacy as they develop a plan for a major resource initiative by end of June 2011. CL AF
6. Recruit arts representatives for consideration on the tourism board and other boards deemed to be a good fit for alignment with this Operational Blueprint throughout the year. AF CH

- **Partner with arts organizations' leadership and artists to help them articulate the return on investment and public benefits of their missions, products and services as they relate to what the public deems meaningful and relevant.**

1. **Now for FY11** Gather feedback from the Montana Cultural Advocacy on a minimum of ten legislators' responses to whether the Public Value Partnerships grantees' Return on Investments actions are effective, and if not, what would make them effective. Share with applicable PVP grantees. AF
2. **Now for FY11** Coach a minimum of 15 Public Value Partnerships grantees on how to more effectively approach Return on Investment examples for their annual final reporting. AF CH
3. Supply all Public Value Partnerships grantees with model examples of The Three Rs stories by end of June 2011. AF
4. **Now for FY11** Analyze answers from Strategic Investment Grant applicants about why their projects are worthy of state investment and determine if/where/how to use them or refine how we ask that question. AF KHB

## **Public Value Frame # 2: Innovation**

### **Outcome We Want:**

Foster an environment where leaders look to the innovation of artists and the arts to enliven, invigorate and enrich their endeavors and their communities.

### **How We Do It:**

- **Provide and encourage networking to build and strengthen partnerships, both monetary and conceptual, between local businesses and the arts community.**

1. Participate in statewide service organizations' meetings, including: Montana Association of Symphony Orchestras, Museum and Art Gallery Directors Association, and Montana Performing Arts Consortium throughout the year. ALL
2. Participate on regional and national boards, panels and gatherings to gain new ideas, share practices and cultivate partnerships throughout the year. AF CH CK BM DB
3. Produce annual Artist's Innovation Award program; make up to ten (total) \$3,000 awards (half allocated to FY11 and half to FY12 budgets) in all categories. Applications online end of January 2011. CH KHB
4. **Now for FY11** Work with MT Ambassadors to promote nominations for the Governor's Arts Awards. CH

- **Share industry developments, research and publications with artists, arts organizations and community leaders that reinforce the benefits of bringing the arts into community conversations.**

1. Share NASAA and National Governors Association findings of pertinence to the field, as well as other relevant research through listservs, blogs and in *State of the Arts* newspaper throughout the year. AF

- **Provide and/or link artists and arts organizations to the skills and training needed to make them stable, innovative and active community participants and partners.**

1. Continue professional development opportunities in partnership with Montana Nonprofit Association. **CH**
2. Continue Native Artist Blog to share information and opportunities on professional development, marketing, business development, legal issues, market opportunities and artist updates. **DB**
3. Receive staff training in technology to maximize what the agency can offer in services and training (and minimize in cost) through technology by end of June 2011. **ALL**
  - a. **New for FY11** Foundant (agency online grants program provider) online training as needed.
  - b. Office 2007 training as needed.
  - c. Basic orientations on current social networking technologies.
4. Provide staff consultation (upon request) to individual artists and to arts organizations at their board meetings and other gatherings. **ALL**
5. Participate (upon request) as members of advisory committees for organizations throughout the year. **ALL**
6. Provide arts education technical expertise through 800# Hotline throughout the year. **BM**

### **Public Value Frame #3: Challenges and Opportunities**

#### **Outcome We Want:**

The arts will be positioned as a responsive and meaningful solution to challenges facing Montana and its leaders, and used as an effective framework to build new opportunities in the future.

#### **How We Do It:**

- **Anticipate new directions and challenges that will be important to the lives of Montanans and their communities, including the need for affordable healthcare for artists and arts organization employees, ADA compliance, and arts in healthcare.**

1. Continue contract with VSA arts for next stage of Americans with Disabilities Act (ADA) work with Public Value Partnerships grantees. **KHB**
2. **New for FY11** Share Executive Summary from Arts and Healthcare Survey (arts organizations, artists and healthcare direct providers and administrators) with healthcare providers and administrators in Montana by end of January 2011. **KBH**

- **Assess how the arts council can handle the potential impact of new directions within its programming and project funding decisions, and make sound, strategic investments with agency dollars and staff to advance these areas.**

1. Staff and council members work annually to develop the agency budget in alignment with the desired outcomes in the Operational Blueprint as well as within the current environment. **AF CL**
2. Meet in December 2010 and April 2011 to assess progress on FY 2011 work plan. **ALL**

3. Continue bi-monthly update briefs from executive director to council members. AF
4. Build relationship with Montana Hospital Association to help distribute Arts and Healthcare Survey by end of July 2010. KBH
5. **New for FY11** From the Arts and Healthcare Survey results, determine possible programming and technical assistance for artists, arts organizations and healthcare providers and administrators by end of June 2011. KBH
6. **New for FY11** Allocate individual staff professional development resources. AF
7. **New for FY11** Staff documents all job-related internal processes and timelines behind agency programs and services to establish Comprehensive Job Tasks and Processes Notebooks for future continuity. ALL
8. **New for FY11** Staff supervisors review staff Comprehensive Job Tasks and Processes Notebooks of relevant staff. Determine final content goals and set timeframes. ALL
9. Successfully navigate the 2011 legislative session. AF CL
10. **New for FY11** Upload all current grant applications, contracts and final reports online by June 2011. KHB
11. Convert old database into new database and finish de-bugging by June 2011. KHB
12. Conduct internal monitoring/tests on financials for audit purposes two to three times per year. KHB CL

- **Define and convey to those who impact state and local resources how those challenges can be met through increased revenues and resources for the arts.**

1. Invite Governor's policy advisors and state legislators to arts council programs and meetings to learn from them and seek their advice, and to tell them our stories throughout the year. AF

**THE END!**